chapter **Management Theory** and Human Resources

Development of Management Theory

- Frederick Taylor: father of scientific management; time and motion studies
- Elton Mayo: Hawthorne effect
- Abraham Maslow: hierarchy of needs; must meet each need before satisfying higher needs
- These theories have come under some scrutiny, but have been the start of critically analyzing how management decisions are made.

Management Theory

- Why is management theory important?
- How did people manage before these theories were developed?
- What do you think is the best management theory, and why?
- What is the best way to motivate minimum wage employees?
- What "soft" managerial skills do you think you have?

Computer-Assisted Facility Management (CAFM)

- How do computers help you in your daily life?
- How do you think computers help a facility manager?

Application of CAFM

- CAFM has grown to include any technology platform that assists a facility manager in running a facility.
- There are six primary areas where CAFM is applied:
 - 1. Space and asset management
 - 2. Computer-assisted drafting (CAD)
 - 3. Capital planning and facility condition assessment
 - 4. Maintenance and operations
 - 5. Real estate and property management
 - 6. Support technologies

Management Strategies

- First and foremost, every facility manager must act in an ethical manner.
- A reputation is one of the most valuable assets a person will ever have.
- Always use integrity in difficult situations.
- Focus on the facility's core competencies while outsourcing specific tasks that will improve quality of service.

Management Strategies: No Meetings

A survey in *USA Today Snapshot* (2009) examined how worker productivity would be affected if their employers banned meetings one day a week:

46% no change45% more productive7% less productive2% no opinion

Thus, cutting down meetings might make employees more productive. Why is this the case?

Leadership

- What is leadership and why is it different from management?
- What is the most important trait for a leader?
- How can you become a more effective leader?

Managerial Skills vs. Leadership Skills

Managerial traits:

- Coercive authority
- Time-management skills
- Organizational skills
- Seeks stability
- Focuses on managing tasks
- Has subordinates
- Maintains control
- Appeals to the head
- Transactional style

Leadership traits:

- Personal charisma
- Shows by example
- Hires well (spots potential)
- Seeks change for the better
- Focuses on leading people
- Has followers
- Maintains passion
- Appeals to the heart
- Transformational style

Most Important Leadership Skills

- 1. Inspires and motivates others
- 2. Displays high integrity and honesty
- 3. Solves problems and analyses issues
- 4. Drives for results
- 5. Communicates powerfully and prolifically
- 6. Collaborates and promotes teamwork
- 7. Builds relationships

Source: Zenger and Folkman, Harvard Business Review, July 2014 (http://blogs.hbr.org/2014/07/the-skills-leaders-need-at-every-level/)

Pros and Cons of Outsourcing

Pros

- Creates booking leverage
- Increases corporate support
- Reduces stress, time, and budget implications
- Effective negotiation and renegotiation strategies
- Facility staff focuses on core competencies leading to professional growth

Cons

- Expensive
- Relinquishes some control
- Turnover of loyalty to PMC
- Loss of responsibility
- Short-term cost cutting could lead to long-term damage
- Excessive turnover of the GM due to increased opportunities

Sport Facility Jobs

- Facility manager
- Box office and ticket distribution
- Security
- Parking
- Maintenance
- Architecture and engineering
- Finance
- Human resources
- What else can you think of?

Employment Options

- Should interns be paid? Explain your position.
- What is an independent contractor?
- How can you determine if someone is an independent contractor or employee?
- Why is this distinction important?
- What is outsourcing?

Hiring Process

- Job analysis, job design, and job description: what are you looking for and why?
- Advertising the position
- Screening the applicants and the interview process

Employee Management

- Placing the employees in the right job
- Evaluating employees and the performance appraisal process
- Termination and the progressive discipline process

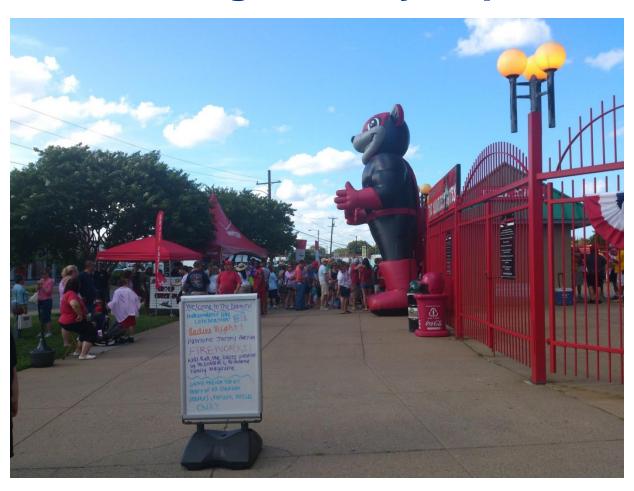
Preevent staff meeting with front-line employees



Training

- Why is employee training so critical?
- Think of several areas where training would be critical.
 - Alcohol service
 - Crowd management
 - Groundskeepers

Every facility wants employees who can enhance the game day experience.



Legal Concerns

- Using inappropriate application forms and questions
- Poor or inappropriate interview questions
- Proper classification of employees at will
- Lack of standardized documents
- Failing to know, review, and update employment policies
- Failing to monitor, evaluate, and secure personnel files
- Failing to honestly and tactfully evaluate employees in a timely manner

Legal Concerns (continued)

- Failing to have appropriate evaluation criteria
- Failing to properly document evaluations and all other employment decisions
- Failing to provide a proper grievance process for resolving disputes
- Failing to provide proper notice for discipline and the opportunity to be heard
- Shrugging off employee complaints

Legal Concerns (continued)

- Failing to act promptly to terminate an employee who has engaged in egregious or violent conduct
- Failing to review each termination and make sure appropriate records are maintained
- Failing to consider all applicable local, state, and federal laws

Legal Issues

- Unions
- ADA
 - Reasonable accommodation
 - Medical issue that affects one or more major life activities
- Workers' compensation: exclusive remedy for those injured on the job
- Sexual harassment
 - What constitutes inappropriate conduct?
 - Employer has to know about inappropriate conduct and then needs to take steps to prevent it.

Summary

- Facility managers should know what skills they need to use to motivate employees to do their job to the best of their ability.
- A manager also needs to know how to lead, hire, promote, and terminate employees while complying with all applicable laws.

Discussion Questions and Activities

- Do you think facility management outsourcing would be beneficial for a health club?
- If you were a facility manager, what services do you think you would want to outsource, and why?
- Write a job analysis, design, and description for those working in a collegiate ticketing office.